Business Plan 2001–02
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◆ PLANNING CONTEXT

Departmental Amalgamation and Restructuring

The former departments of Agriculture and Marketing, and Fisheries and Aquaculture amalgamated in October 2000 to create the new Department of Agriculture and Fisheries. This merger fulfills a Government commitment to reorganize its public service to minimize duplication and concentrate on delivering client services more strategically and effectively. The new department now services a direct client base of some 28,000 Nova Scotians and an industry that contributes about $2 billion to the provincial economy. Agriculture, fishing and aquaculture together drive the economies of NS's rural and coastal communities.

In preparation of the 2001–02 business/ budget planning cycle, the department conducted strategic planning exercises. As the department moves through the business/ budget planning process, it is focusing on building a new culture of excellence in its services, its people and its results. As well, the strategic direction it takes must dovetail with the six goals set by the provincial government. They include:

- to put and keep Nova Scotia's finances in order;
- to put crucial services - health, education, social services - on a sustainable

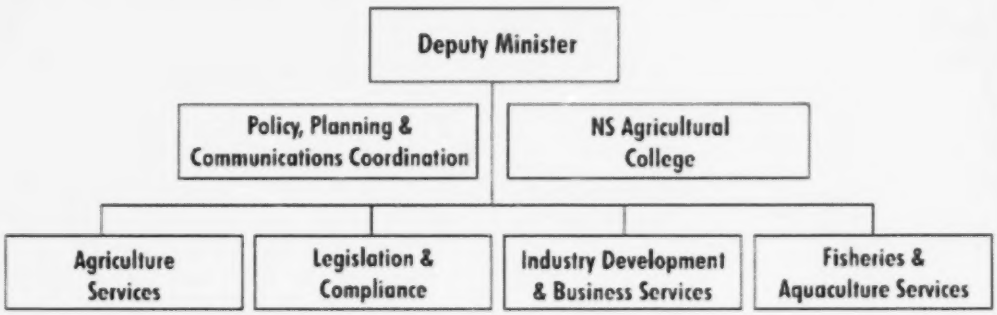
foundation;

- to provide responsible, accountable governance;
- to create conditions to help the economy grow;
- to provide Nova Scotians with the opportunity to learn throughout their lives, so they can continue to succeed in a rapidly changing world; and
- to foster an environment that allows and encourages Nova Scotians to work, live, families and stay in Nova Scotia.

Organization

The new structure for Agriculture and Fisheries consists of four "service areas", an integrated and centralized policy, planning and communications division, and the NS Agricultural College.

NS Agriculture and Fisheries Organizational Structure



Agriculture Services integrates regional agricultural services, dykeland maintenance, resource stewardship activities and a 4-H program for rural youth. It also provides development and risk management programs for the agriculture industry and oversees legislated organizations responsible for orderly marketing of supply managed commodities.

Fisheries and Aquaculture Services provides services to the commercial fishery through advisory services, field and coastal zone management and new fish technology. It also oversees aquaculture development including leasing and licensing of aquaculture sites, and the management of the inland fisheries resource.

Legislation and Compliance Services combines the legislative and regulatory capabilities of the two former departments to provide consultation, education, leadership and excellence in licensing, legislation, investigations and laboratory services within a timely and responsive regulatory framework.

Industry Development and Business Services integrates marketing, product quality development, business management and economic development services, and two business development agencies: the Farm Loan Board and the Fisheries and Aquaculture Loan

Policy, Planning and Communications provides centralized coordination and support to departmental policy, planning and communications activities in fulfillment of the department's mission and broad government priorities.

The ***NS Agricultural College*** continues to take a lead role in providing quality education, training and public service to the agricultural, agri-food and aquaculture industries. Working in co-operation with industry and government, the NSAC research department is a centre of agricultural expertise throughout Atlantic Canada.

Employees and Locations

The new department, including the NSAC, has a total staff complement of 542.7 full time equivalents. Staff are located in Halifax, Truro, Kentville, Pictou, at two fish hatchery sites in Queen's and Antigonish Counties, and in regional agriculture and fisheries offices around the province.

◆ MISSION

To foster prosperous and sustainable agriculture and fisheries industries through the delivery of quality public services for the betterment of rural and coastal communities and of all Nova Scotians.

◆ GOALS

1. Foster the sustainable and environmentally responsible development of Nova Scotia's agriculture and fishery industries;

2. Foster a competitive business climate for economic growth and job creation in Nova Scotia's rural and coastal communities;

3. Provide reasonable and responsive governance and regulatory regimes to ensure product quality, consumer confidence and food safety, which contribute to the orderly development of the agriculture and fishery industries;

4. Provide quality post secondary educational programs, training and research to enable students and NS's agricultural and aquaculture industries to meet the labour force needs and challenges of the global economy;

5. Ensure that departmental programs and services reflect responsible public investment, address the priorities of the agriculture and fisheries industries, and are accountable for results achieved.

◆ CORE BUSINESSES

◕ Sustainable resource management, protection of the environment and regional/ field services

The department is committed to fostering environmentally responsible and sustainable agriculture and fisheries industries, including agri-food, aquaculture and sportfisheries, through the promotion, development and application of management practices aimed at balancing ecological integrity and economic development. The department offers convenient, single-window access to a wide range of programs and services, including a 4-H program for rural youth, through its regional/ field offices.

◕ Industry development and investment opportunities

Industry development and investment opportunities must be achieved in a manner that is environmentally compatible, socially acceptable and economically viable in order to be sustained over the long term. The department invests in the province's rural and coastal communities through strategic partnerships and alliances aimed at developing and promoting the knowledge/ expertise, technologies and products of our agriculture and fishing industries.

Reasonable and responsive governance and regulatory regime

The department is committed to a legislative and policy framework which is conducive to sustainable resource management and competitiveness with respect to the agriculture and fisheries resources. Each service area within the department works with a variety of agencies to ensure that its governance through legislation, policies and programs complement and support each core business. The long-term success of these initiatives is dependent upon the full cooperation and participation of the industries and of other regulatory regimes.

Quality education and life-long learning

Education, training, skill development and applied knowledge are key to the future sustainability and economic vitality of the agriculture and fisheries industries. The Nova Scotia Agricultural College and the department work with expertise and external partners to develop and provide quality education, world-class research, practical training and transferable skills for lifelong learning within a life-science and knowledge-based economy.

Accountable and transparent public sector management

The policies, programs and services developed and instituted by the department must meet the twin goals of fiscal prudence and results-based management. The department is accountable to the Government and to Nova Scotians for ensuring that programs and services within its mandated authority are delivered effectively and efficiently.

PRIORITIES

Goal 1: Foster the sustainable and environmentally responsible development of Nova Scotia's agriculture and fishing industries

- Continue to deliver developmental programs and advisory services to assist agricultural, fishing and aquaculture businesses achieve economic viability and a sustainable future in Nova Scotia;

- Work with agricultural clients to develop practical linkages and cross compliance between environmental management at the farm level and development/ income stabilization programs of government;

- Enhance the capacity of NS's agricultural and fishing industries to address and resolve resource use challenges through new policies, research and initiatives aimed at sustained development of resources, acceptable agriculture, fishing and aquaculture practices, adaptation of innovative, cost-effective technology to address environmental issues such as farm waste management issues and ground water quality;

- Work with industry and stakeholder groups to promote an image of agriculture, fishing and aquaculture as modern, progressive industries that are evolving to respond better to broad and growing public pressure for sustainable and environmentally responsible resource development;

- Aggressively represent Nova Scotia fishing interests to Ottawa to ensure that Nova Scotia receives a fair share of marine resources and that industry concerns are heard including suitable access to coastal waters for aquaculture development (Blue Book commitment);

- Continue bi-annual Minister's Council meetings with industry groups to address major issues, including Aboriginal rights and treaty rights, offshore oil and gas development, and illegal trade in seafood (Blue Book commitment);

- Conserve and enhance inland fish stocks through management initiatives aimed at meeting long-term sustainable objectives;

- Continue maintenance of NS dykes and aboiteaux structures to protect fertile dykelands and provincial infrastructure;

- Through the 4-H program, provide leadership development, organizational and decision making opportunities that will give NS rural youth tools to meet the challenges of sustainable resource development and become the leaders of the future.

Major Linkages

Federal: Fisheries & Oceans Canada, Agriculture and Agri-Food Canada, Environment Canada, Northern and Indian Affairs, and the Canadian Food Inspection Agency;

Provincial/ municipal/ interprovincial: Natural Resources, Environment and Labour, Justice, and Consumer Services and Municipal Relations, municipal agencies, Atlantic provincial governments;

Industry/ NGOs: NS Federation of Agriculture, Seafood Producers Association of NS, NS Fish Packers Association, Aquaculture Association of NS, commercial fishermen's associations, sportfishery associations, community groups.

Goal 2: Foster a competitive business climate for economic growth and job creation in Nova Scotia's rural and coastal communities;

- Support policies which recognize that the traditional strength of NS's agriculture and fishing industries lies in strategic partnerships and alliances to diversify markets, products, applied research and technology, value-added opportunities, and appropriate infrastructure to support economic development (Blue Book commitment);

- Build on the knowledge, expertise and research capacity of the department and the NS Agricultural College to seize developmental opportunities in the emerging fields of life sciences, environmental engineering and biology, agricultural business, new and value-added product development, and aquaculture;

- Strengthen the partnership between the NS Federation of Agriculture and the department by re-activating the Agricultural Planning Committee (Blue Book commitment);

- Continue a New Entrants Program for the agriculture industry and advance efforts to develop similar program for the fishing industry through the Fisheries and Aquaculture Loan Board (Blue Book commitments);

- Continue to provide stable, cost-effective financing to NS farmers, commercial fishers and aquaculturists through the Nova Scotia Farm Loan Board and the Fisheries and Aquaculture Loan Board. While the two Loan Boards will be maintained as separate entities in accordance with a Blue Book commitment, these are integral business development agencies for industry and are linked to departmental initiatives;

- Implement a new and comprehensive risk management policy that focuses on addressing agricultural risk management needs strategically and for the long-term. This priority helps to fulfill a Blue Book commitment aimed at ensuring drought assistance to NS farmers according to their needs;

- Broaden dialogue with the agri-food industry and within government regarding

development needs, target growth areas and desired impacts of government programs;

- Grow NS's aquaculture industry by working with the federal government to acquire suitable aquatic lease space for development, improve turn around time for processing of lease site applications, and by effectively addressing perceived and real environmental issues associated with aquaculture development;

- In partnership with industry and federal partners, increase domestic sales and exports of NS agri-food and seafood products, services and technologies through promotions, trade missions/ shows, targeted marketing, Taste of Nova Scotia, and the development of the Brand Nova Scotia initiative (Blue Book commitment);

- Investigate the creation of an integrated 'Business Centre' for agriculture and fisheries sectors that will provide business management and marketing information, with links to specialized advisory services. Continue to provide services in economic and business management analyses, product research information, entrepreneurial skills development, professional upgrading and succession planning for the agriculture and fisheries sectors.

Major Linkages

Federal: Canadian Farm Business Management Council, DFAIT/ Industry Canada, Fisheries and Oceans Canada, Agriculture and Agri-Food Canada;

Provincial/ municipal/ interprovincial: Tourism and Culture, Economic Development Agency, NS Business Inc., Department of the Environment, Atlantic provincial governments, regional tourism and development agencies, municipal agencies.

Industry/ NGOs: NS Federation of Agriculture, Atlantic Canada Export Club, Canadian Council of Grocery Distributers, fish processor associations, Aquaculture Association of NS, Taste of Nova Scotia Programs, restaurant and food services associations and groups, financial institutions and agencies, consumer groups.

Goal 3: Provide reasonable and responsive governance and regulatory regimes to ensure product quality, consumer confidence and food safety, which contribute to the orderly development of the agriculture and fishery industries

- Develop and implement legislative and regulatory structures that support sustainable development and build consumer confidence in NS's agriculture and fisheries industries, aquaculture, recreational fishing and food distribution systems through licensing, permitting and monitoring of these activities;

- Streamline the number of agencies, boards and commissions by eliminating close to 20 ABCs, as well as eliminate outdated or redundant regulations. This initiative is consistent government's commitment to reduce the number of boards and committees and reduce the red tape burden;

- Coordinate a review of the Fisheries and Coastal Resources Act, providing opportunities for stakeholders and the general public to comment on the Act;

- Coordinate the regulatory packages for the Farm Practices Act, the Marshland Conservation Act, as well as crop insurance and marketing board regulations;

- Continue to strengthen the enforcement capabilities of the department through improved investigative techniques and regulatory initiatives in all areas covered by legislation for the

economic and social benefit of Nova Scotians. This strategy supports the Blue Book commitment to tackle the growing problem of illegal fishing, buying and selling;

- Urge federal agencies to clearly define who is eligible to participate in the Aboriginal treaty-based fisheries and to solicit input from industry on the impact on all participants in the fishery (Blue Book commitment);

- Through the Natural Products Marketing Council, facilitate the transition of regulatory powers from the Nova Scotia Dairy Commission to the Council and Dairy Farmers of Nova Scotia, and amend current regulations and federal/provincial agreements to meet the needs of the commodities supervised by Council under the Natural Products Act.

- Continue to provide efficient and effective laboratory services to Nova Scotians, review current initiatives and negotiate new opportunities across the Maritime region in keeping with Blue Book commitments.

Major Linkages

Federal: Fisheries and Oceans Canada, Agriculture and Agri-Food Canada, Canadian Food Inspection Agency, Revenue Canada;

Provincial/ municipal/ interprovincial: Justice, Finance, Consumer Services and Municipal Relations, Economic Development Inc., and Nova Scotia Business Agency Inc.

Industry/ NGOs: NS Federation of Agriculture, Seafood Producers Association of Nova Scotia, Aquaculture Association of NS

Goal 4: Provide quality post secondary educational programs, training and research to enable students and NS's agricultural and aquaculture industries to meet the labour force needs and challenges of the global economy

- Diversify NSAC curriculum offerings to respond to opportunities in emerging life sciences, environmental engineering and biology, agricultural business, new and value-added product development, organic farming, and aquaculture;

- The NSAC and departmental expertise will work with external industry partners to develop and apply research that fosters sustainable and environmentally responsible farming and aquaculture practices;

- Increase NSAC international enrollment by recruiting in strategic locations, including northern Europe, central Europe, and New England, and by participating in student exchange projects;

- Increase NSAC research capacity by participating in the Canada Research Chairs Program, the Canada Foundation for Innovation program, Atlantic Innovation Fund, AgriFocus, and by continuing partnerships with both the public and private sector in support of research professorships;

Major Linkages

Federal/ international: national and international academic institutions, Canadian and international research institutes;

Provincial/ municipal/ interprovincial: NS Department of Education

Industry/ NGOs: NS Federation of Agriculture, Aquaculture Association of NS

Goal 5: Ensure that departmental programs and services reflect responsible public investment, address the priorities of the agriculture and fisheries industries, and are accountable for results achieved.

- Meet broad Government objectives for fiscal prudence by delivering programs and services effectively and efficiently;

- Continue to provide front-line, single-window delivery of services to clients through regional offices and field staff, and seek synergies and improved efficiencies in service delivery;

- Develop measurable and comparable outcomes and indicators respective of the strategies employed to meet the goals of the Department.

Major Linkages

The department works collaboratively across its internal service areas, with provincial and federal departments and agencies, industry and private sector organizations to ensure that department programs and services reflect responsible public investment and accountability.

◆ BUDGET CONTEXT

The 2001–02 column breaks down funding requirements for 2001–02 according to Core Businesses. Programs and services are grouped under relevant core businesses; however, there is considerable cross-over among service areas in the actual delivery of programs and services. This is done to optimize available resources and capacity, and to ensure integrated services to clients.

Core Businesses	2001–02
Sustainable resource management, protection of the environment, field services (Resource Stewardship, 4-H, Marine Advisory Services, Aquaculture Services, Inland Fisheries, Field Services, New Fish Technology)	6,015,700
Economic development and investment opportunities (Programs & Risk Management, Legislated Organizations for the Agriculture Sector, Marketing Services, Product & Quality Development, Farm & Fisheries Loan Boards, Business Management & Economic Development)	21,498,100
Reasonable and responsive governance and regulatory regime (Legislative Services, Licensing Services for Fish Plants & Buyers, Agriculture Permits & Farm Registrations, Quality Evaluation, Inspection & Enforcement)	4,890,800
Quality education and life-long learning	5,393,200
Accountable and transparent public sector management (Corporate/ Central Services: Policy & Planning, Communications, Minister & Deputy Minister Offices)	3,087,200
Total	**40,885,000**

◆ OUTCOMES AND OUTCOME MEASURES See table below.

◆ HIGHLIGHTS FROM HUMAN RESOURCES

Priorities for 2001–02

- Provide corporate consultative advice and assistance to the department with regard to its strategic initiatives, restructuring and re-building efforts, organizational design and labor relations issues;

- Provide guidance and support to departmental managers in human resource planning, succession planning (through the Corporate Integrated Management Development initiative), performance management and employee career planning;

- Work with departmental executive and senior management to develop and implement initiatives, including an Internal Communications Strategy, to address staff concerns and recommendations following restructuring and amalgamation;

- Continue to provide employee personnel/ payroll services, training and development opportunities, and Disability Case Management consultative and support services;

- Provide advice and assistance regarding Occupational Health and Safety Program changes, and assist managers in their Occupational Health and Safety Audit preparation;

- Coordinate departmental activities in support of the Bargaining Unit Classification Review, and the classification review for Excluded positions.

◆ HIGHLIGHTS FROM INFORMATION TECHNOLOGY

Priorities for 2001–02:

- Provide operational support. The IT Division provides support for business systems, desktops and networks. This includes providing telephone support through the CSU Help Desk, fixing system faults, providing enhancements, monitoring network and server data backups;

- Provide operational planning for IT systems. The division provides a planning component for IT systems. This includes hardware capacity planning, network connectivity planning, system component specification planning and implementation scheduling;

- Develop the new department's Web site. This includes the amalgamation of content from the agriculture and fisheries business units that existed previously in separate web sites.

- Work with fisheries licensing staff to evaluate and plan the implementation of an enforcement tracking system;

- Provide resources to assist the Nova Scotia Farm Loan Board and Fisheries and Aquaculture Loan Board in providing an integrated loans management system which will meet their needs;

- Provide resources to assist the Nova Scotia Crop and Livestock Insurance Commission in providing a replacement underwriting and accounting system which will meet their needs;

- Assess requirements, plan and implement publishing of farm registration information over the Internet, as a bi-product of the newly implemented Farm Registration system;

- Provide assistance with the on-going prioritization of divisional IT initiatives, based on the department's business plan. Provide IT resources to participate in those initiatives that have

departmental approval and resources;

- Continue to participate in the inter-CSU project to provide regionally-based IT support among departments whose regional offices share a common location.

◆ HIGHLIGHTS FROM FINANCIAL SERVICES

Priorities for 2001–02:

- Continue to provide financial services, including payment of accounts, management of revenues and accounts receivable, provision of financial data and analysis and budget/forecast coordination;

- Implement and deliver the Provincial Tangible Capital Assets (TCA) program. This program will modify the manner in which government accounts for tangible capital assets and will provide meaningful costing information;

- Review and improve existing financial policies and procedures including reducing bureaucratic "red tape", improving the reporting capability and financial information available to civil servants;

- Provide strategic financial advise to assist the department with continued implementation of restructuring processes. This will include the development of department budgets and salary analysis/costing;

- Prepare and monitor estimates and forecasts for the department and provide financial advice and assistance to ensure that departmental fiscal targets are met.

AGRICULTURE AND FISHERIES OUTCOMES:

The following represents a base from which to develop a comprehensive set of performance measures for the newly amalgamated department of Agriculture and Fisheries. This work will be further developed and enhanced in subsequent business planning years.

Goal 1 Foster the sustainable and environmentally responsible development of Nova Scotia's agriculture and fishing industries

Outcome	Indicator	Measure	Target	Strategies to Achieve Target
Sustainable resource management	Agriculture resource management	Per cent of registered farmers participating in the NS Federation of Agriculture's Environmental Farm Plan initiative	Increased percentage (Benchmark data recorded 2001–02)	Assist farmers through educational and developmental programs that compliment and enhance the adoption of sustainable farming practices through the NS Federation of Agriculture's Environmental Farm Plan
	Animal care practices	Number of registered livestock producers charged with	Less than five	Assist farmers through educational and developmental programs to properly care for livestock, striving to achieve zero

		animal abuse.		instances of animal abuse charges.
	Adoption of innovative technology and sustainable farming practices	• Performance of constructed wetlands • Extent & concentrations of nitrate-nitrogen levels in domestic wells (Kings County- ground water survey)	• Benchmark performance data 2001–02 • Completed Report	• Continue to evaluate the performance of constructed wetland systems with emphasis on nitrogen and phosphorus cycling. • Complete a ground water survey of domestic wells in Kings County to evaluate the extent and concentrations of nitrate-nitrogen concentrations in the systems.
	Dykeland conservation	• Per cent of aboiteaux structures replaced with new structures • Percent of flood control gates replaced by new structures	• Increased percentage • Increased percentage	Complete the replacement of aboiteaux structures and monitor existing structure integrity, conduct erosion control maintenance works on critical high erosion risk sites and sites with erosion damage.
	Sustainable aquaculture sector	• Number of available lease sites as a result of improved lease siting policies • Turn around time for processing applications	• Increase # of sites • Reduced turn around time	Develop and implement new environmentally responsive development strategy that will improve the business environment for aquaculture development
	Sport fishery resource	• Hatchery production • Sportfish stocks • Number of licences sold • Angler satisfaction index	• Maximize quality of hatchery programs • Sustain five-year average • Sustain five-year average • Improve angling experience	• Continue to evaluate and adjust programs as required • Continue to assess and manage resource • Continue to create and enhance angling opportunities • Continue to measure and report through five-year survey instruments
Financially stable agriculture industry	Comprehensive Risk Management	• Proportion of industry participating in risk management programs	• Benchmark data 2001–02 • Stable	• Further develop risk management/agricultural safety net tools that can offset financial challenges at the farm level.

		• Dollars invested in risk management programs	funding	• Continue to work with the federal government to implement a three-year safety net framework agreement.

Goal 2 Foster a competitive business climate for economic growth and job creation in the agriculture and fisheries resource industries

Outcome	Indicator	Measure	Target	Strategies to Achieve Target
Economic growth	Industry expenditures	• Number of successful applicants - agriculture • Number of successful applicants - fishery and aquaculture	• Benchmark data 2001–02 • Benchmark data 2001–02	NS Farm Loan Board and NS Fisheries and Aquaculture Loan Board continue to address the unique needs of NS farmers, fishers and aquaculturists.
	Public investment	• Number of successful applicants in Development Programs • Percent of estimated industry investment in Development Programs	• Benchmark data 2001–02 • Benchmark data 2001–02	• Focus development funding on resource stewardship and food safety issues. • Strengthen linkages between public investment and best management practices and address a long term research strategy for public and private investment
	New entrants in resource industries	• Number of successful applicants - agriculture • Number of successful applicants - fishery and aquaculture	• Benchmark data 2001–02 • Benchmark data 2001–02	Continue the NS Farm Loan Board's New Entrants Program for the agriculture industry, work toward development of a similar program for the fishing industry through the NS Fisheries and Aquaculture Loan Board.
	Industry Performance Tracking	• Gross receipts; aquaculture and non-traditional species • Gross value boat building industry • Gross agriculture farm gate receipts • Gross value food processing	• Benchmark data 2001–02 • Benchmark data 2001–02 • Benchmark data 2001–02	Continue to track industry performance through collection, analysis, and reporting of economic indicators available to the department.

		(agriculture & seafood) • Gross value exports agriculture& fisheries	• Benchmark data 2001–02 • Benchmark date 2001–02	
	New business & value-added opportunities	• Number of domestic agriculture business opportunities identified • Number of domestic fishery and aquaculture business opportunities identified • Number of international agriculture business opportunities identified • Number of international fishery and aquaculture business opportunities identified	• Benchmark data 2001–02 • Benchmark data 2001–02 • Benchmark data 2001–02 • Benchmark data 2001–02	• Continue development and delivery of business and marketing management systems, market research, information and education for industry and department personnel to identify, capture, and sustain business opportunities. • Establish strategy(s) to collaborate with industry and government agencies on research, technology adaptation, business and marketing practices focused on value-added opportunities for the agriculture and fisheries industries. • Actively pursue domestic and international opportunities for new marine industries, fishing vessel construction and technology.
	Health status of N.S. livestock industry	Number of instances where named diseases are identified in N.S. livestock	• Benchmark data 2001–02	Reinstate the livestock health services program assistance levels for large animal practitioners.
Awareness of Development Issues & Opportunities	Enhanced industry / government relations and partnerships	• Re-activated Agricultural Planning Committee • Fisheries Council Sessions • Agricultural Associations, Boards and Commissions' Sessions	Ongoing annually	• Reactivate the Agricultural Planning Committee to co-ordinate & cooperate on opportunities to address issues facing the industry. • Continue to work with industry to delivery information/educational conferences. Continue and build relations and initiate partnerships with industry and other government agencies

		• Ministerial / Industry Conferences		

Goal 3 Provide reasonable and responsive governance and regulatory regimes to ensure product quality, consumer confidence and food safety, which contribute to the orderly development of the agriculture and fishery industries

Outcome	Indicator	Measure	Target	Strategies to Achieve Target
Responsive Governance	Stable policy environment for regulated commodities	Add dairy regulatory powers to the regulatory responsibilities of the Natural Products Marketing Council	Implementation	Through the Natural Products Marketing Council, facilitate the transition of regulatory powers from the Nova Scotia Dairy Commission to the Council and Dairy Farmers of Nova Scotia.
	Enhanced fisheries' enforcement	Number of violations identified and addressed	• Benchmark data 2001–02	Continue to develop and strengthen departmental enforcement capabilities through partnership agreements with agencies including DFO, CFIA, RCMP, Canada Customs and Revenue Agency, and DNR.
	Food Safety	• Number of site inspections • Number of laboratory samples analyzed • Revised regulatory program for food safety	• Benchmark data 2001–02 • Update on an annual basis • Implemented 2002–03	• Develop and implement an Enforcement Strategy, providing for improved investigative and enforcement capacity within legislation, for the protection of consumers and industries. • Investigate the opportunities for a regional approach to laboratory testing for economies of scale. • Work with industry partners, provincial governments and Federal government agencies to revise and implement a regulatory food

				program building consumer confidence in food safety issues.
	Competitive industry sectors	• Revision of department's legislative/regulatory framework • Negotiations with ADLIC • Review and negotiate federal/provincial agreements compatible with industries' economic environment	• 1(minimum) per annum, New Livestock Health Act 2001–02 • New Agreement • Updated prior to sunset of existing agreements	• Continue to work with industry, and applicable governments to develop, implement, and revise legislative/regulatory instruments. • Continue to work with the Maritime provinces and ADLIC to reach a new agreement. • Continue to work the federal government to reach cost-shared agreements that support sustainable development of the agriculture and fisheries industries
	Federal/Provincial/First Nations Relations	Active participation in tri-governance initiatives.	Ongoing and reported annually	Continue dialogue and seek clarification of eligibility from federal agencies on participants in the First Nations food and treaty-rights fishery, solicit input from the traditional fishing industry fishing issues that impact on other user groups.

Goal 4 Provide quality post secondary educational programs, training and research to enable students and NS's agricultural and aquaculture industries to meet the labour force needs and challenges of the global economy

Outcome	Indicator	Measure	Target	Strategies to Achieve Target
Globally recognized excellence in agricultural education	Quality and diversity of academic programs	• Number of academic programs responsive to competitive issues in the agriculture and aquaculture industries • Number of international	Evaluation ongoing • Increase from previous year	• Monitor and modify programs related to current issues facing rural Nova Scotians, including waste management, organic agriculture, non-science business degrees, rural development and rural studies, and aquaculture.

		students		• Continue a recruitment program for students in targeted markets where the educational programs offered by the NSAC meet the needs of the respective resource sectors.
	Research Capacity	• Number of applied and theoretical researches undertaken • Number of graduate students involved in research	• Increase from previous year • Increase from previous year	Continue to enhance research capacity through participation in the Canada Research Chairs Program, the Canada Foundation for Innovation , Atlantic Innovation Fund, and partnerships with both the public and private sector in support of research professorships.
Better educated Nova Scotians in food, agriculture and fisheries issue awareness	Food handler and bulk haulage training	Enrollment number by food handler groups and milk haulage companies	Benchmark data 2001–02	Provide training programs and access to educational opportunities for relevant groups and individuals.
	Life long learning skills	• Number of 4H members • Number of learning opportunities	• Updated annually • Updated annually	• Continue to work with communities to deliver the 4H program to members and volunteers • Develop and integrate a 4H program content for aquaculture and fisheries in costal communities • Continue to deliver educational opportunities to the agriculture, fisheries and aquaculture industries.

Goal 5 Ensure that departmental programs and services reflect responsible public investment, address the priorities of the agriculture and fisheries industries, and are accountable for results achieved

Outcome	Indicator	Measure	Target	Strategies to Achieve Target
Effective financial management	Budget expenditures	• Department controllable expenditures as a percentage of approved fiscal target	<100%	Continue to monitor and evaluate expenditures and commitments to programs and services.
		• Department forecast at the end January as a percentage of final departmental fiscal year end total expenditures	95 – 105%	Continue to enhance the partnership with CSU Financial Services to be aware, document and revise financial management information enabling best forecasting results.

Effective human resource management	Performance management	Percentage of completed performance appraisals	100%	Continue to enhance the partnership with CSU HR to meet the requirements of personnel performance management in a timely manner.
Public accountability	Accountability in reporting	Complete and publish accountability report	Ongoing annually	Produce and publish accountability reports that document performance to established targets as part of the department's business/budget planning process. Performance and outcome objectives are aligned with broader government -wide outcomes.
Effective information management	Public access to information	Per cent of FOIPOP applications with initial response met within 60 days	100%	Continue to be vigilant in responding in a satisfactory manner to the applications as received.

For more information, contact the Agriculture and Fisheries. Last updated: April 23, 2002
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